

# Oregon State University Combined Research and Extension Plan of Work 2020-2024

**Status: Final**  
**Date: 07/25/2019**

## I. Plan Overview

### 1. Executive Summary

The Oregon Agricultural Experiment Station (OAES) and the OSU Extension Service (OSUES) at Oregon State University provide the people of Oregon with research-based knowledge and education that focus on strengthening communities and economies, sustaining natural resources, and promoting healthy families and individuals. OAES is Oregon's principal source of knowledge relating to agricultural and food systems, and a major source of knowledge regarding environmental quality, natural resources, life sciences, and rural economies and communities worldwide. The mission of OSUES is to have positive impacts on community livability, economic vitality, natural resources sustainability, and the health and well-being of people. Projects conducted by OAES and OSUES cross disciplinary lines to more fully address critical issues at the local, regional and national level.

The College of Agricultural Sciences OAES reflects these values:

- Value 1: Responsiveness - We react in a timely fashion to the needs of those we serve;
- Value 2: Partnership and cooperation - We collaborate with individuals, organizations, businesses, and agencies outside the University;
- Value 3: Teamwork and coordination - We synchronize our efforts among our units and with other units at the University;
- Value 4: Credibility - We focus on being known as a source of reliable, objective, research-based information and education.

The core values and operating principles of OSUES are:

- Value 1: Community-based - We value community relationships and connect OSU to local people and issues to enhance the present and the future of the people and communities of Oregon.
- Value 2: Accountability - We focus on achieving measurable outcomes, and document and communicate the impact and value of our work.
- Value 3: Credibility - We deliver relevant, research-based knowledge through our educational programs.
- Value 4: Diversity - We exhibit respect, value differing perceptions and world views, and encourage diversity.
- Value 5: Partnerships - We collaborate with academic, public, and private partners to achieve greater results and build community capacity. We value the public good that comes from collaborating with

volunteers.

- Value 6: Responsiveness - We engage with community partners to identify priority issues and needs, to design timely responses, and to build future capability.

To carry out its mission in a manner consistent with University goals, OAES uses its resources to advance knowledge in the following areas of emphases:

New value-added products and markets that leverage the economic contributions of Oregon agriculture.  
Natural resources management and policy through discovery and learning to improve understanding of nature as a system.  
Integrated management systems that help assure economically sustainable, environmentally sound agriculture.

The OSUES goals for advancing the organization's mission to align with the University's strategic plans include:

- Goal 1: Improve access to high-quality learner services - Extension will provide access to the knowledge resources of OSU by being focused and nimble in engaging Oregon's diverse people and communities in high-quality learner services that help build sustainable community futures.
- Goal 2: Invest for excellence and impact - Extension will increase and diversify its funding base and encourage program excellence through strategic investments within three thematic areas: strengthen communities and economies, sustain natural resources, and promote healthy families and individuals. This will create measurable outcomes and impacts that will be reported widely to stakeholders.
- Goal 3: Increase effectiveness with appropriate technology - Extension will use established and new technologies strategically to increase efficiencies, expand outreach and enhance and report the outcomes of its educational services.

This 2019-2024 Plan of Work (POW) is an update of the 2016-2020 POW and brings together the efforts of OAES and OSUES. It focuses on the five high-priority areas defined by NIFA. The plan reflects our desire to continually improve our process of responding to the needs and issues facing Oregon communities and people. The plan is also consistent with Oregon State University's strategic plan that identifies three areas of excellence ... Healthy People, Healthy Planet, Healthy Economy.

The OSUES on-line planning and reporting system, SOARS (Stories, Outcomes, and Accomplishments Reporting System) has been replaced by Digital Measures (DM), and allowed us to collect specific OSUES data related to FTEs for planned programs, program outputs and outcomes, and publications for 2009 and beyond.

OAES continues to provide impact information on the College of Agricultural Sciences (CAS) web page. However, CAS plans to establish a new online reporting system to adhere to the OSU web format. Research results will be shared through refereed journal articles, abstracts, books and book chapters; theses, local, regional, national, and international meetings, symposia and workshops; GIS climate, geophysical and plant maps; and an array of web pages of an array of types.

We have chosen to take a very conservative approach with this plan, not yet knowing where our staffing numbers will stabilize due to budget constraints. We predict modest increases in the percentage of participants who make changes in practices because we do not yet know how many FTE and resources we will be able to commit. We prefer to be realistic and not promise what we cannot deliver. 2014-2018 has given us the performance records needed to more accurately predict future outcomes. Future plans of work will be modified to reflect these data.

All units in the OAES/OSUES conduct performance evaluation of their faculty members. These reviews are conducted based on workplan objectives established during the previous review and in the faculty member's position description. In addition, all faculty members with OAES FTE are required to establish or participate in at least one station project, and they are required to submit both an OAES report and a REEport progress report. All faculty submit reports through DM to document annual accomplishments.

The Oregon Agricultural Experiment Station (OAES) consists of a central administrative and research center plus 11 branch stations, three of which are located at multiple locations; many of the branch stations are integrated research and extension centers. Oregon State University Extension (OSUES) faculty can be found in all 36 Oregon counties plus the Warm Springs Indian Reservation.

Faculty at each of the 15 station units, which have advisory committees and faculty affiliated with them, and OSUES faculty work closely with local stakeholders including farmers and ranchers, foresters, agency personnel, elected leaders, educators, health professionals, environmental organizations, researchers, and a myriad of other public and private entities to establish need and design appropriate programming. In many cases, stakeholders are directly involved in the programming as volunteers or by permitting demonstrations and applied research trials on their properties. Additionally, faculty members utilize critical demographic and economic data, and examine current research findings to identify societal needs and opportunities for significant social, environmental, and economic impacts. Programming is then planned based upon this input within OAES and in each of the four academic colleges/programs with Extension programs (Forestry, Agricultural Sciences, Health and Human Sciences, and Sea Grant). OSUES provides funding to these colleges on the basis of planned outcomes outlined in a biennial plan submitted by each college. All Extension FTE must be accounted for in these plans. The plans are reviewed annually and span a two-year timeframe. Annual evaluations are conducted by the Director of OSUES to determine how effectively each planned program is addressing key needs and delivering the anticipated outcomes and impacts described in each plan. OAES projects are reviewed annually on the basis of planned

outcomes outlined in a five-year, peer reviewed proposal submitted to OAES and approved by NIFA. Project outcomes are also assessed against the Station's internal Strategic Intent, a strategic directive formulated with input from internal and external stakeholders. Each of the programs in some way supports objectives from one or more of the strategic challenges identified by NIFA, which currently targets Sustainable Energy, Climate Change, Global Food Security/Hunger, Food Safety, and Obesity. Annual evaluations of outputs and outcomes provides input into the modification of plans of work that better target state, regional, and USDA priorities and portfolios.

**2. FTE Estimates**

Year	1862 Extension	1862 Research
2020	200.0	200.0
2021	200.0	200.0
2022	200.0	200.0
2023	200.0	200.0
2024	200.0	200.0

**II. Merit / Peer Review Process**

Internal University Panel; Combined External and Internal University/External Non-University Panel; Expert Peer Review.

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### **III. Stakeholder Input**

#### **1. Actions to Seek**

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#### **2. Methods to Identify**

During the reporting period, OAES and OSUES reassess all programs used to address its internal strategic planning, which was formulated with input from internal and external stakeholders.

OAES faculty at the eleven branch stations (situated in 15 agro-ecozone locations) ensure that local stakeholder input is transmitted to OAES administrators and that feedback is generated. Each station is highly integrated into the surrounding industries, communities and governing bodies, as well as land management bodies. Representative stakeholders generally hold positions on the station advisory bodies and directly provide guidance on programming and issues and needs. Many of our stations are not only research locations but are integrated research and extension centers.

OSUES faculty work closely with local stakeholders, including farmers and ranchers, foresters, agency personnel, elected leaders, educators health professionals, environmental organizations, and a myriad of other public and private entities to establish need and design appropriate programming. In many cases, stakeholders are directly involved in the programming as volunteers or by permitting demonstrations and applied research trials on their properties. Additionally, faculty members utilize critical demographic and economic data, and examine current research findings to identify societal needs and opportunities for significant social, environmental and economic impacts. Programming is then planned based upon this input with each of the four academic colleges with Extension programs (Forestry, Agricultural Sciences, Public Health and Human Sciences, and Sea Grant). OSUES provides funding to these colleges on the basis of planned outcomes outlined in a biennial plan submitted by each college. All Extension FTE must be accounted for in these plans. The plans are reviewed annually and span a two-year timeframe. Annual evaluations are conducted by the OSUES Director to determine how effectively each planned program is addressing key needs and delivering the anticipated outcomes and impacts described in each plan.

### **3. Methods to Collect**

Use of media to announce public meetings and listening sessions

Targeted invitation to traditional stakeholder groups

Targeted invitation to non-traditional stakeholder groups

Targeted invitation to traditional stakeholder individuals

Targeted invitation to non-traditional stakeholder individuals

Targeted invitation to selected individuals from general public

Survey of traditional stakeholder groups

Survey of traditional stakeholder individuals

Survey of the general public

Survey specifically with non-traditional groups

Survey specifically with non-traditional individuals

Survey of selected individuals from the general public

Other (cspan)

#### **4. How Considered**

OAES, through the Colleges of Agricultural Sciences (College), Public Health & Human Sciences (CPHHS) and Veterinary Medicine (CVM), regularly solicits stakeholder input on program direction. Advisory Committees or Commodity Groups, and a statewide citizen advocacy network

inform OAES; the latter group represents local constituencies and stakeholders, gathers local impact stories for the statewide programs, and relays critical information back to their peers in both locality and communities of interest. This ongoing network permits fluid, continual information flow back and forth. OAES also hosts a multisectoral stakeholder workshop periodically to gather input. They come from a cross-section of diverse food and natural resources systems across the state. This meeting is used to balance regional perspectives and needs and develop a statewide program. This process also helps our diverse clientele understand the needs of the state in light of their own perspective. Additional input comes from College websites and a general email address, and from the departments and branch stations, as well as posted responses and changes in programs in response to stakeholder input. The deans and directors of the College and OAES informally receive input while attending farm and station field days around the state, visiting county-based Extension offices, and participating in other "road trips" around the state or wherever stakeholders congregate. The College's External Relations Director organizes alumni and stakeholder events, hosts special events at county and State fairs and a variety of conferences, receives and transmits input from stakeholders, and makes sure responses are delivered. CAS has implemented current social media technological methods for gathering input and relaying information such as blogs and MySpace pages.

Input is solicited by OSUES through a statewide advisory network that directly advises the Vice Provost for Outreach and Engagement and Director of Extension. This advisory committee is made up of individuals representing production agriculture and forestry, environmental groups, county government, youth and family-serving organizations, organizations representing coastal issues, and business and industry. The committee meets 1-2 times per year for two days. Additionally, the committee is connected with the Vice Provost's and Director's office via email, conference calls and webinars throughout the year. In 2009 a similar group was formed to advise Extension leadership on needs and issues primarily related to Oregon's urban populations in the Portland Metro area.

Every county in the state maintains an advisory structure. These include both general broad-based advisory systems and those that are more specific to programming areas. These advisory groups generally meet 4-12 times per year to actively review programming and to provide input to county faculty and Extension leadership. Each academic college with Extension programming maintains advisory structures at the college and departmental level. These inform Extension programming within each of these units.

## **IV. Critical Issues**

### **1 Animal Diseases and Animal Production Systems**

#### **Description:**

The health of the animal food sources is important to maintain and expand the nutrition of populations. However, disease is still common in animal food sources. Many pathogens have evolved to survive in the conditions that exist during food production. Further, if the source of the food is diseased, for example, Johne's disease in cattle or *Vibrio tubiashii* in seafood or *Clostridium perfringens* infections in several meat animals (pork, poultry, etc), the security of food will be compromised. This project will address aspects associated with food animal security, that is, developing diagnostic tests and vaccines and creating a better understanding of the mechanisms of pathogenesis of or immunity to many virulent bacteria, viruses and health conditions.

**Term:** Long

#### **Science Emphasis Areas**

### **1 Marine Food Systems**

#### **Description:**

Marine Conservation and Food Systems

Seafood. Seafood comprises an important protein source for the world's population. OAES and OSUES faculty will conduct research and outreach efforts at producing sustainable seafood, while improving water usage and processing efficiencies. Aquaculture practices will be improved to protect native species while incorporating a larger share of "farmed" seafood for consumption to preserve natural ecosystems. Research and outreach efforts will also be driven by the need to reduce by-catch and to develop innovations for the use of waste streams to produce new materials including biocides and pharmaceuticals that will establish new markets.

Marine Conservation. The health of our ocean is critical to the future of the seafood industry and is a key indicator of climate change impacts across multiple geographies. Oceans and the ecosystems that depend on them are under increasing stress from multiple fronts; acidification, plastic pollution, hypoxia, and the loss of important estuaries necessary to maintain ocean production.

Faculty will continue to further our understanding of ocean ecosystems including the phytoplankton and zooplankton that supports so much of marine life. Included in this effort is gaining a better understanding of ecosystem structure and how human influences (fishing, pollution, ocean warming) are impacting ecosystem structure. We will also work to improve stock assessments of important fish species and work to recover endangered species of fish, shellfish, crustaceans, and mammals. This work is important to maintain biodiversity, aquatic animal health, and the world's most important protein source.

**Term:** Long

**Science Emphasis Areas**

Agroclimate Science  
Education and Multicultural Alliances  
Environmental Systems  
Food Safety  
Human Nutrition  
Sustainable Agricultural Production Systems

**2 Agricultural Competitiveness and Resilience**

**Description:**

Agricultural Competitiveness and Resilience

Competitiveness. A thriving agricultural industry is necessary to feed a growing population. Its success depends on efficient, sustainable, and profitable productivity that is resilient to inevitable change, including those in technology and finance, as well as social and environmental climates.

We will continue development of new varieties and cultivars that are adapted to changing climates, markets, and sustainability demands.

Stewardship. Agricultural production influences and depends on water resources. Watersheds, beginning at the highest elevations and ending in ocean estuaries will be studied to improve efficient use of water while reducing impacts to surface and groundwaters. Fish and wildlife depend on these watersheds and proper management of ocean and freshwater resources is important to maintain these populations and the food supply.

Assessments of contaminants and toxins and their impacts to environmental and human safety are key components of maintaining food security and food safety. We will continue to improve food security through improved nutritional quality of existing crops and adopting harvesting, storage, and processing approaches that improve food safety.

Resilience. New breeding and phenotyping techniques coupled with an expanding understanding of gene editing techniques will produce seafood, meats, crops, and fruits that are better adapted to changing climatic conditions that herald unknown pests and pathogens.

Understanding the impact of agricultural practices on the environment and human health improves agricultural resilience. Agricultural resilience relies on sustainability as well as adopting production techniques that provide ecological services, improved soils, safer foods, and a more secure food supply.

**Term:** Long

**Science Emphasis Areas**

Agroclimate Science  
Bioeconomy, Bioenergy, and Bioproducts  
Education and Multicultural Alliances  
Environmental Systems  
Family & Consumer Sciences  
Food Safety  
Human Nutrition  
Sustainable Agricultural Production Systems  
Youth Development

**3 Food Innovation and Market Access**

**Description:**

Markets and Access in Food and Health Innovations

All Scale. Creating new markets will involve working with large, medium, and small-scale producers, entrepreneurs, food processors, and community food groups. By leveraging our scientific expertise in nutrition, food safety, processing, economics, and access to markets and consumers, we can bring new products to market more quickly, sustainably, and with better nutrition and lower cost.

Sustainable Food Processing. We are innovating practices in value added processing and product development, waste reduction, packaging (biodegradable materials, e.g.), and efficiencies that reduce energy and water consumption. Providing food production answers that address both quality and help address preharvest and postharvest contamination. We are also leading food safety with employee training, regulatory guidance, research, and validation.

Economic Sustainability: OSU scientists are improving access by reducing barriers to markets, both through policy and science in national and international markets. Much of this work will continue to involve ensuring that the world's food supply can be maintained without creating undue environmental impacts or reducing the availability of an adequate food supply to the world's population. This includes the sustainable and responsible use of animals for food, fiber and society services.

Healthy Communities. We will continue to work with our partners in Extension to develop healthy eating habits and diets in disadvantaged populations. We will continue to develop new crops, foods, and processing approaches that can reduce the impact of lack of access to healthy foods.

**Term:** Long

**Science Emphasis Areas**

Education and Multicultural Alliances  
Environmental Systems  
Family & Consumer Sciences  
Food Safety  
Human Nutrition  
Sustainable Agricultural Production Systems

#### **4 Working and Natural Landscapes**

**Description:**

Working and Natural Landscapes

Rangeland Management. Rangelands are important to livestock production and conservation of fish, wildlife, native plants, and recreation. Balancing livestock production with the production of these other uses provides opportunities for science to inform the debate.

Connectivity. Improved agricultural production and yields can reduce impacts to natural systems as more food, fiber, and feed can be produced on less land. OSU will continue to create working relationships with NGOs, tribal governments, industry, and federal, state, and local governments and serve as a source of objective, science-based information.

Water Management. OSU will continue to use science to develop more efficient use of water and improving water quality. An important component of this will be development of new modeling techniques for both surface and groundwater, improved irrigation practices, developing crops that require less water, reducing nutrient use and subsequent loading of surface and groundwater resources.

Fish and Wildlife. OSU will continue fostering an understanding of the contributions fish, wildlife, and natural systems to ecosystem and human wellbeing. This includes threatened and endangered species and the importance of understanding each species contribution to the function and preservation of working and natural landscapes.

Stewardship. Working and natural landscapes require new science to determine how humans can be better stewards of benefits these lands provide. This will require development of new approaches to preserve soil health, improve degraded soils, and adoption of new cropping and tilling practices that can improve carbon sequestration on these lands.

**Term:** Long

**Science Emphasis Areas**

- Agroclimate Science
- Bioeconomy, Bioenergy, and Bioproducts
- Education and Multicultural Alliances
- Environmental Systems
- Family & Consumer Sciences
- Food Safety
- Human Nutrition
- Sustainable Agricultural Production Systems

#### **6 Public access to healthy and nutritional foods**

**Description:**

We will apply a social-ecological framework to study how exposure and familiarity with more nutritional foods can increase incorporation of these foods into diets of various populations, as well as increase acceptability. This work will also determine if the greater exposure and familiarity with whole grains, vegetables and fruits increases the selection and incorporation of these foods into typical dietary patterns at home and in school lunches as well as among seniors in residential retirement communities.

**Term:** Long

## Science Emphasis Areas